

**SECRET**

File

5 December 1968

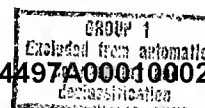
## MEMORANDUM FOR THE RECORD

SUBJECT: CS SENIOR SEMINAR -- Interview with [redacted] 25X1A  
[redacted] 3 Decem- 25X1A  
ber 1968

1. I opened the interview with a prepared, succinct exposition of the origin and nature of the CS Senior Seminar proposal, a brief summary of the modification in concept and substance prompted by the Division and Staff responses to the initial draft proposal (which, I noted, was not prepared by OTR), and a request for further comments, and, specifically, identification of "vital, current CS problems" for discussion at the Seminar.

2. WH Division, which had responded with one of the more thoughtful and meaty memoranda on the Seminar, had relatively little else to offer in this follow-up session.

25X1A 3. [redacted] based on his experience lecturing to CT's, thought that the development and recruitment of agents was slighted in the CT operational training. Training seemed to proceed from the basis that the assets were already there, that one then "took them over," and the operation continued from that point. I observed that I was not that familiar with CT training, although I assumed that development and recruitment factors were at least implicit in the various live problems. In this connection, I asked [redacted] 25X1A  
25X1A about his "grid system" for spotting assets (which had been mentioned to me by [redacted]) and requested a copy of any paper he might have written on it. He replied that he had never written it down, although it would be fairly easy to do so. This system, by the way, is what he presents to the CT's and their reaction to it is what prompted his earlier remarks.

**SECRET**

SECRET

25X1A  
25X1A

4. [ ] made reference to a 1956 course -- apparently managed by [ ] -- in which Gordon Stewart had been very interested. It started with a basic course in applied psychology and then proceeded to a seminar on principles of psychology as they applied to agent operations. [ ] thought that senior officers should discuss this whole inter-personal sphere of agent operations so that they might knowledgeably impress their subordinates on its importance in their day-to-day activities.

25X1A

5. All of the WH officers felt that the use and deficiencies of nonofficial cover should be taken up by the Seminar.

25X1A

6. [ ] also suggested the following two topics: the difficulties of developing a proper balance between the demands of daily requirements and long-term operational activities; development of a system for retention and passing on of transferable contacts from one case officer to another.

25X1A

[ ] noted that assets were sometimes developed to the "special connection" stage, whereupon the case officer is transferred and the contacts lost sight of. Subsequently, these contacts may grow in stature and importance either in their own country or elsewhere, but there is no systematic way of identifying them.

7. The foregoing prompted [ ] to propose the whole problem of emerging elites as a Seminar topic. Despite some efforts in this direction, the Agency still does not, he thought, identify leadership types who may prove to be the top people in their countries a decade or so hence.

25X1A

[ ]

25X1A

Coordinator,  
CS SENIOR SEMINAR

SECRET